



Oregon Patient Safety Commission Strategic Planning Work Session

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Principal, V Consulting & Associates Inc.
October 20, 2023

Work Session Agenda

Agenda

Welcome, Introduction to Agenda, Expectations

Pre-Meeting Survey Results

State of the Union: Executive Director Report

Strategic Planning Principles Training/Context

Dialogue: High-Level Visioning, Values, and Principles

Dialogue: Challenges, Opportunities, Resources, Strengths

Wrap-Up and Discuss Agenda

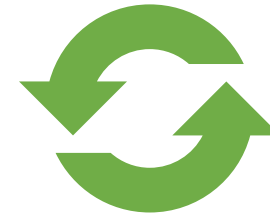
Purpose of Today's Meeting



Engage board members and staff in organization strategic planning and visioning



Learn and continue to build relationships



Begin process of OPSC Strategic Plan Reboot

What are YOUR
expectations/hopes
for our meeting
today?



Our Hopes & Expectations

- Getting to know one another
- Create alignment
- Build excitement for strategic planning work
- Shared understanding about direction
- Stickiness: I want this process to stick and not be “one and done”
- Outline process and next steps
- Listening to understand
- Shared work and values/principles
- Hear from each other about shared direction
- Tap into expertise and assets

Ground Rules

- Listening to understand
- Stay focused on big picture
- Avoid talking over each other
- Frequent breaks
- Be fully present and engaged
- Assume positive intent
- Project your voice

Pre-Meeting Survey Results

What Is a Strength of OPSC?

- PSRP program, staff, strategic planning underway
- Updated legislation that allows for flexibility and innovation
- Funding for both programs
- Ability to provide a safe table for patient safety work
- Valerie as ED is the strongest leader we've had in several years; She is knowledgeable, kind, focused, motivated, able to direct, and holds people accountable to do their best work
- We have the possibility of engaging with a wide variety of healthcare organizations and patients to further the OPSC mission.
- Non-regulatory and independent: we're a neutral third party focused on safer care rather than a regulator focused on compliance. It means that we offer no disincentive to organizations that are struggling to participate openly and honestly

What Is a Strength of OPSC? (continued)

- Flexibility in how we operate; I think there is an opportunity to find our niche in Oregon that aligns with the OPSC mission.
- OPSC has a *great* opportunity to change the landscape of patient safety in Oregon. That is a strength. We have the funding, the leadership, the drive, and the support of our Board. We have passion to make a difference. We care.
- OPSC is composed of highly capable, committed staff members who genuinely care about OPSC's mission and want to do good work on behalf of Oregonians.
- The executive leadership (Val and Sydney)
- Current Director has a clear vision and a wealth of institutional knowledge.

What Is a Challenge That OPSC Is Facing?

- Connection with health equity goals of state, workforce burnout to address disparities
- Fully motivated workforce who has atrophied through years of previous weak leadership.
- Lacking an actionable strategic plan.
- Communicating the value proposition to clinical agencies to participate and getting the word out to the community about the existence and purpose of this resource.
- Disconnect from leaders in the health care community and perceived lack of value to the health care facilities we serve.
- Regardless of the challenges OPSC faces, having a strategic plan in place that clearly defines the organization's vision, objective, goals, and metrics will be very helpful to addressing them. It is challenging to effectively coordinate and communicate about program work when there is no organizational strategic plan in place to align it with or measure it against.
- We have some gaps in skillset and experience, and I think filling in those gaps will be essential to the organization thriving.

What Is a Challenge That OPSC Is Facing?

(continued)

- Engagement from eligible users of our voluntary programs. Figuring out where the value is in our programs and having confidence behind what we say. As larger, nonparticipating healthcare systems consume/merge with other facilities or systems, we will continue to lose program participation. How do we incentivize/encourage/boost participation in our programs?
- Every healthcare arena is understaffed, overburdened, and underfunded. It's a challenge that so many people are unaware of our existence, but it's a bigger challenge that even if they were aware, they don't have the time, people, or money to fully participate.
- Oregon is unaware of OPSC and what programs there are.
- Engagement in its programs: The healthcare landscape has changed, and OPSC needs to think differently about how it operates its programs to meet the healthcare organizations and providers where they are at, make participating simple, and provide value (as appropriate to OPSC's role).

Please Share a Time/Situation When You Felt Very Engaged with OPSC

- Prior to COVID. In-person meeting with retreat. I need to do better at utilize OPSC reports within my organization for quality improvement.
- I feel engaged when I work on projects that involve one or both program teams, leadership, and other support staff. We recently work together to conceive of, build and release the Secure Messaging features for the Board of Directors.
- OPSC led and provided staff support for the Resident Safety Review Council, a group of key stakeholders in the long-term care environment. The council examined the relationship between adverse events and instances of alleged abuse to identify opportunities to improve the current abuse investigation process. Working collaboratively with individuals who brought different perspectives and expertise to the table to inform policy direction, felt like a good fit for OPSC. OPSC was able to bring a patient safety perspective to the conversation, introducing tools and concept to help the group focus on strategies to make system-level improvements.
- When thoughts and ideas are encouraged and heard.
- For the past two years, pretty much all the time.

Please Share a Time/Situation When You Felt Very Engaged with OPSC (continued)

- Our annual events we used to hold for Oregon healthcare facilities and their leadership. Everyone worked together to make these events successful. Then to have a room filled with opportunities to connect with people, learn from them, and general networking. Great speakers. I also enjoy project work with teammates when I'm involved.
- Again, I am new, but each meeting I have felt that members really care about this work.
- I've felt very engaged many times, especially when I feel our work together aligns well to our mandate and our mission and doesn't get sidetracked. When we are in lockstep on what we are doing in service to why we exist, it's easy to feel engaged!
- I feel most engaged during strategic planning meetings when people have an opportunity to share their diverse perspectives, experiences, and ideas, and when I'm collaborating with coworkers on projects.
- When we used to have our patient safety breakfasts, we were able to see and hear the constituents we serve.
- In-person BOD meetings prior to the pandemic and recent meetings after Valerie took the helm.

What Would You like to Be Different at the End of the Retreat on October 20?

- To know members better.
- Workplan for 2024 with roles for board
- People excited to see that we are finally, FINALLY making progress on a meaningful strategic plan and that there is hope for both programs to find new purpose.
- To have a shared understanding of where we are as an organization, have had productive conversation about where we might go, and have renewed energy about what we can accomplish together. I know we won't have it all figured out by the end of the day, but I think it will be an important starting point!
- As I understand, there will be no decisions on this day, but I do look forward to starting and finalizing our strategic plan for OPSC and the objectives/goals for the programs. Would help prioritize and guide work for staff that would align with a shared vision.

What Would You like to Be Different at the End of the Retreat on October 20?(continued)

- Stronger board engagement with OPSC executive leadership.
- Documentation of specific organizational planning and a clear path to the next steps.
- I'd like the Board to have a clear understanding of what we can and cannot do (e.g., we can host trainings or webinars to bring experts to Oregon, but an agency of 8-12 people can't be experts on all of patient safety across the full continuum of care). I'd like to have clear priorities for the future.
- Alignment on our goals, increased authenticity and openness, increased communication among staff.
- For staff and board members to have a shared understanding of OPSC's strengths and challenges and greater clarity around what tangible steps will be taken to use our strengths to address those challenges.
- A strong foundation for a 3-5-year strategic plan.

Optional: Please Share Any Additional Advice, Needs or Perspectives about OPSC and the Retreat

- Some of the ideas that created OPSC are still relevant today. Patients should be a part of the conversation. Collectively we can make more progress than if we go it alone. An independent voice for patient safety, that is not beholden to industry interests, is essential to keep the focus on improving the safety of healthcare. Patient safety work is never finished. It takes a sustained effort. I want to ensure that we keep a clear focus on why OPSC was created and our mission to make the healthcare system safer for ALL Oregonians. Let's challenge ourselves to think about how we can expand the reach. We have an incredible opportunity to innovate!
- Engagement with the community and healthcare organizations is of high importance for strategic planning.
- It can be really difficult for people to talk about patient safety at a high level for very long because it's so vast and applies to everything. That makes it feel vague and nebulous. So people kind of want to focus on concrete examples, which can then turn into distracting minutia. We want to set priorities like "get facility commitments to the national action plan for patient safety" rather than "do a webinar on falls prevention in long-term care." Another thing that's been a bit of a distraction is the past - sometimes Board members
- OPSC has been through several years of weak and/or rapid changes in leadership. It has left a majority of the staff burned out about leadership initiatives, slow progress, no direction, etc.

Optional: Please Share Any Additional Advice, Needs or Perspectives about OPSC and the Retreat (continued)

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- Staff needs access to data at their fingertips, not have to rely on someone else. It would be beneficial to have a 'contact database' of some kind for outreach and tracking people as there are many changes throughout the years. OPSC PSRP staff could do causal event analysis to report out (share) system causes, system contributing factors, and best practice strong system action plans. Identifying hierarchal type actions. [report causal pathway outcomes] Highlight our active facility participants that are committed to reporting to PSRP. They're already listed on our participant list. Public recognition might be an incentive. EDR/PSRP event types would be a good communications. Pairing what patient's call most about vs. what facilities are reporting. Thank you!
- I'm really looking forward to participating.
- Be mindful that some people feel more comfortable and are quicker to speak up in group settings than others. Ensure that not just a few people dominate the discussion. Help people stay focused on the objective and goals of the workgroup session and not get sidetracked.
- In my administrative (support) position, I am not directly involved in programming discussions or decisions.

State of The Union!

Executive Director Report

Strategic Planning Workgroup Session

October 20, 2023



Our Mission: Why We Do What We Do

To improve patient safety by reducing the risk of serious adverse events occurring in Oregon's healthcare system and by encouraging a culture of patient safety in Oregon
(ORS 442.820)

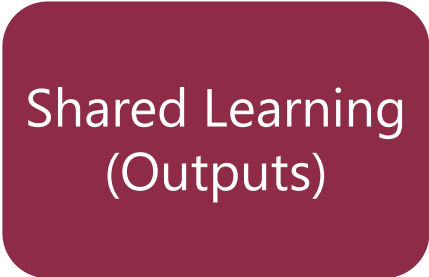


Our Mandates: How We Do What We Do

- **Operate** two programs: Patient Safety Reporting Program (PSRP) & Early Discussion and Resolution (EDR)
- **Collect** information from our programs about how Oregon facilities and providers respond to and learn from patient harm events
- **Broadly** share what we learn to help make care safer in Oregon

We've Been Building Our Foundation...

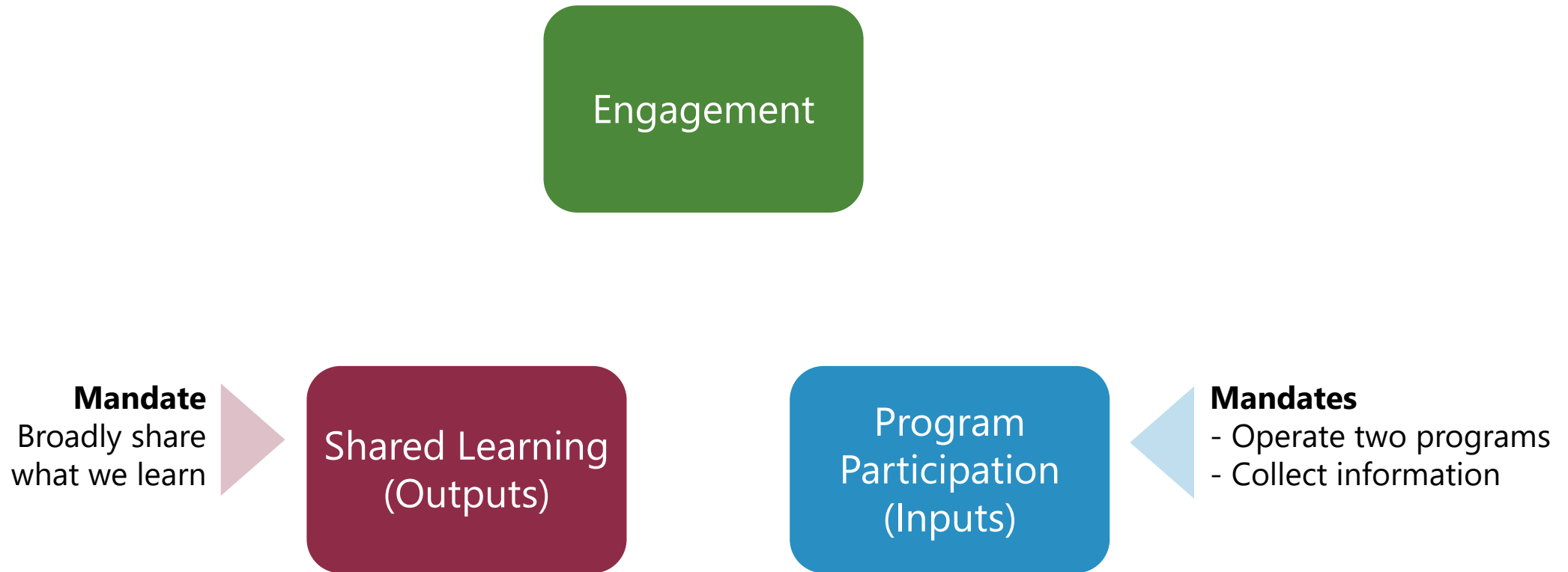
Mandate
Broadly share
what we learn



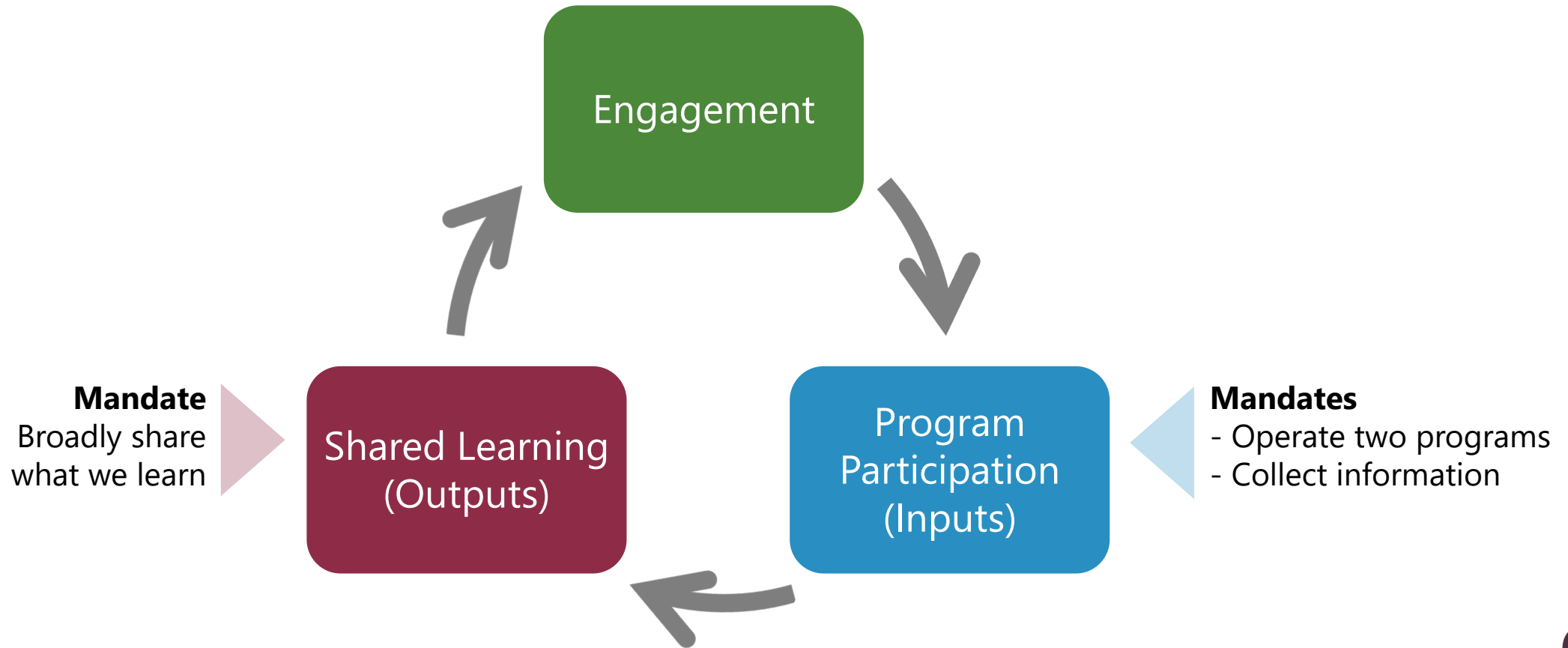
Mandates
- Operate two programs
- Collect information



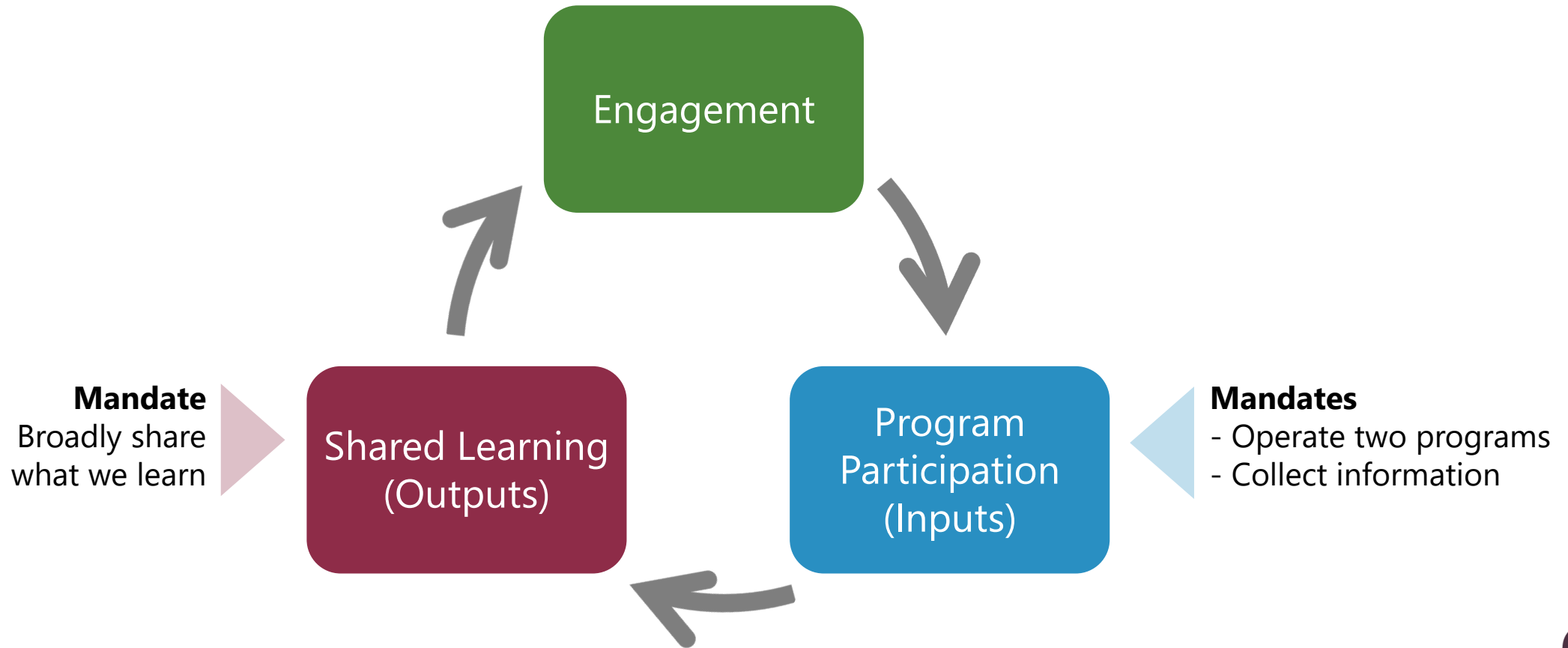
Now We Add a Focus on Engagement...



To Create a “Fly-Wheel” Effect...



...This is Our Strategic Model





**Healthcare is in
a constant state
of change...**

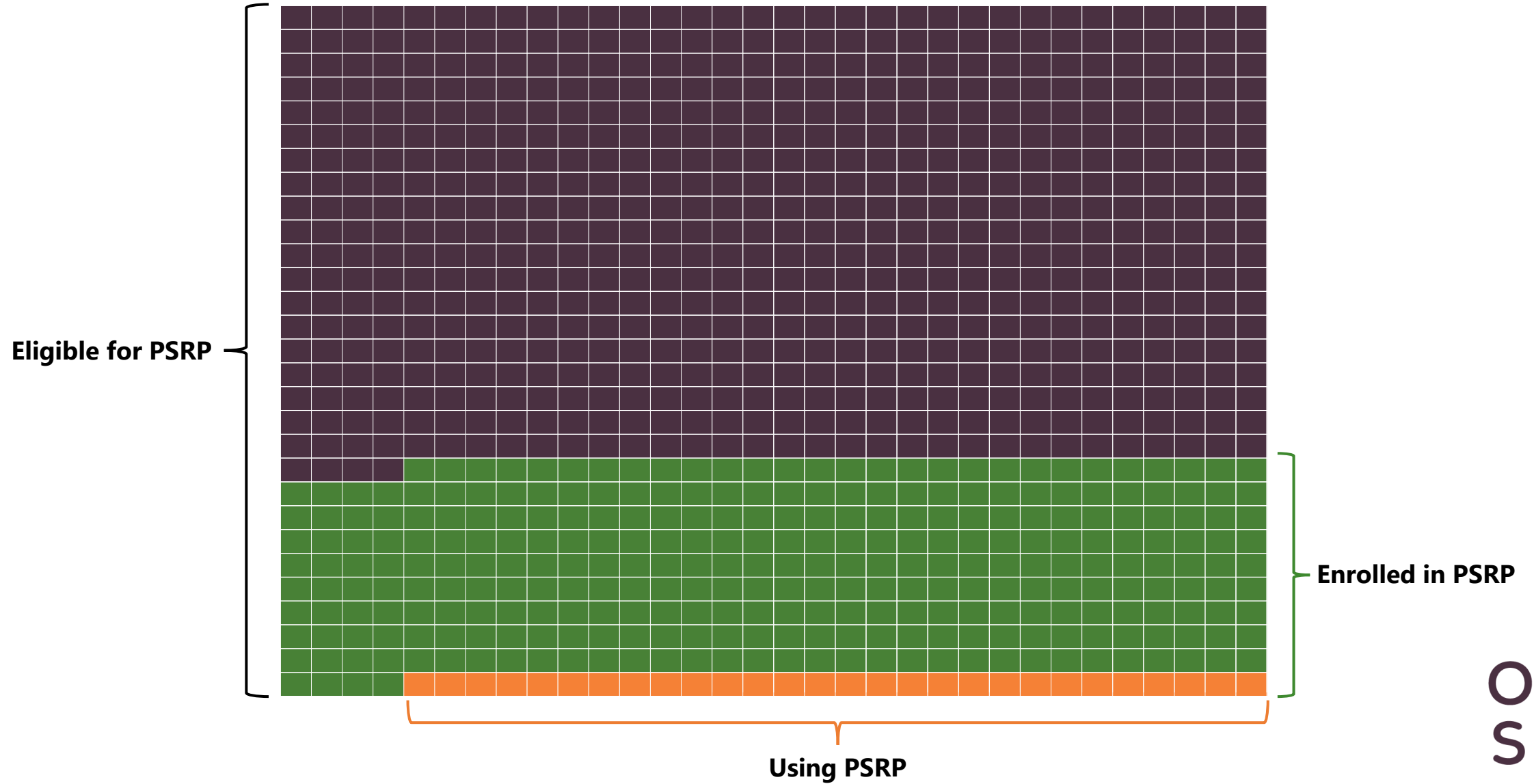


**To keep pace,
OPSC must adapt and
innovate to continue
to fulfill our
mission...**



Transparency
Accountability
Stewardship
Collaboration
Data-Driven Decisions
Being a Learning Org
Inclusion & Belonging

PSRP Engagement



EDR Engagement: Who is Using EDR?



**93% of those who use EDR are patients
or their representatives**



**7% are healthcare providers
or facilities**

Goals: 2023/2024

- **Modernize** PSRP
- **Develop & Execute** Public Outreach Strategy
- **Implement** New EDR Data Strategy

Additional Priorities: 2023/2024

- Prioritize equity in everything we do
- Assess OPSC's communications & operations
- Support provider engagement with Pathway to Accountability, Compassion and Transparency (PACT)
- Meet the Governor's expectations for agencies



Oregon Agency Expectations: Governor Kotek

Performance Reviews for
Agency Directors

Performance Feedback
for Employees

Agency Emergency
Preparedness: Continuity of
Operations Plan

Succession Planning
for the Workforce

Supporting Strategic Planning
and Measuring Agency
Performance

State Government Commitment
to DEI: *Diversity, Equity, &
Inclusion Plan*

Agency Hiring Practice:
Position Fill Time

State Government Commitment
to DEI: *Affirmative Action Plan*

Developing New Employees
& Managers:
Benefits/Onboarding/
Customer Service/ New
Manager Training



**What does it really mean to build
a culture of
safer care *together*?**





Thank You!

Strategic Planning Philosophy & Board Governance

Strategic Planning Process

1/3 Rule
✓ Keep the same
✓ Improve or More
✓ New



Example Maps

VISION

Health, equity, and well-being for all people in their communities through public health policies and services

MISSION

The mission of the National Association of County and City Health Officials (NACCHO) is to be a leader, partner, catalyst, and voice for local health departments in order to ensure the conditions that promote health and equity, combat disease, and improve the quality and length of all lives.

CORE VALUES

- Equity:** Strive for fairness and justice by eliminating differences that are unnecessary and avoidable.
- Excellence:** Achieve the highest quality in what we do.
- Participation:** Promote shared interests and responsibilities and enable collective efforts to achieve common goals.
- Respect:** Embrace the dignity and diversity of individuals, groups, and communities.
- Integrity:** Ensure transparent, ethical, and accountable performance.
- Leadership:** Promote, recognize, and reward creativity in action.
- Science:** Support and promote evidence-based practice.
- Innovation:** Turn ideas and problems into practical solutions.

Capitalize on Important, Emerging Opportunities to Advance the Public's Health

A CHAMPION EFFECTIVE APPROACHES TO STRENGTHENING LHD PERFORMANCE	B PROVIDE EFFECTIVE NATIONAL ADVOCACY	C DEEPEN MEMBER ENGAGEMENT AND EXPAND MEMBERSHIP*	D EXPAND AND DIVERSIFY SUSTAINABLE FUNDING FOR LHDS AND NACCHO	E ENSURE THE CONTINUED STRENGTH AND VITALITY OF NACCHO
Identify, produce, and share tools for members to use	Develop and implement a prioritized and responsive advocacy agenda	Build a compelling case for the value of NACCHO membership	Explore feasibility of establishing new entrepreneurial ventures	Identify and establish needed internal infrastructure and build staff capacities
Recognize and promote model practices, trends, and LHD successes	Elevate the visibility of NACCHO as a critical public health opinion leader	Expand the circle of highly engaged NACCHO members	Reposition current funding to enhance capacity to provide services to members	Develop a process to identify issues requiring engagement and response
Develop, engage, and sustain relationships and partnerships	Build and maintain critical partnerships to increase advocacy effectiveness	Expand participation to staff of members to increase subject matter involvement		Align NACCHO's resource base with its strategic priorities
Develop public health research capacity to increase evidence-based practice	Effectively engage members in national advocacy			Identify, manage, and nurture critical partnerships
Continue to develop and strengthen SACCHOs				Continue to strengthen NACCHO leadership and governance structures
				Institute CQ process that includes member input

* The terms "member(s)/ membership" used above refer to all LHDS, regardless of form of governance or voting status in the organization.



Coos County High Level Strategies Map 2015-2020

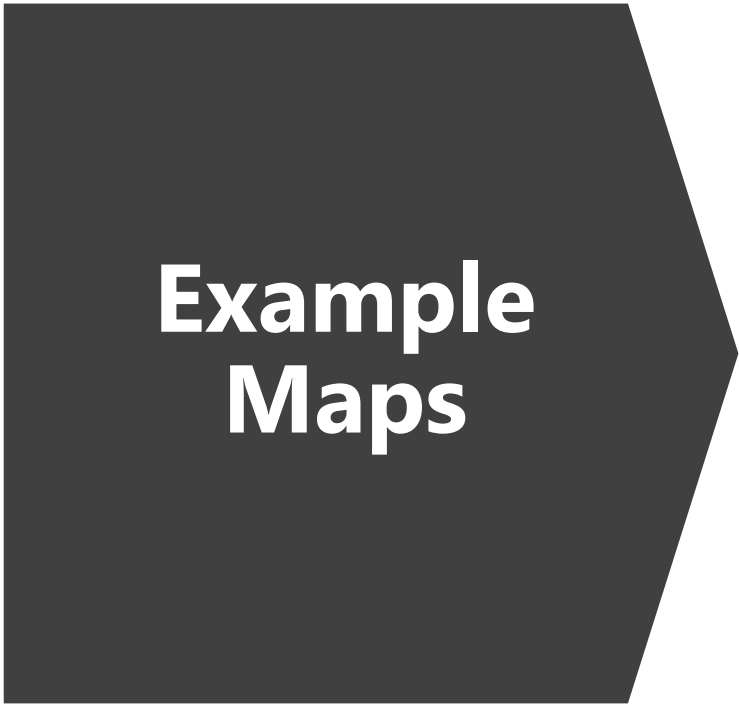
Mission: Successful, safe and healthy citizens and communities

Our Planning Values

- Cost Effectiveness:** frugal, creative strategies that accomplish what we need to with limited budgets
- Sustainability:** long term, consistent strategies that are sustainable and not reliant upon specific elected officials
- Impact:** strategies that have positive impact on the the most people in the county
- Independence:** strategies that balance the responsibility between government and individual solutions
- Equity:** strategies that address equity across the county
- Openness:** strategies that promote timely and appropriate communication to and from our constituents
- Consistency:** consistent strategies that enable us to better meet internal and external constituents
- Fiscal Responsibility:** a strategic plan that considers limited new funds and limited growth of budget
- Customer Service:** deliver services with customer experience in mind

Our strategic plan activities are divided into focus areas resulting in the following outcomes:

Focus Area	High-level Strategies	Outcomes
Resources	Cost Savings and Reducing Expenses New and Expanded Funding Improve Financial Forecasting	Resources are adequate to meet our needs
Communication	Internal Communications External Communications	Consistent communication about county internally and externally
Collaboration	Work effectively with other government entities to reduce duplication and improve services	Reduced duplication and increased impact of efforts
Administration	Administrative Structures Staff Recruitment, Retention and Succession Planning	Administrative structure that supports work efficiency
Services	County services that promote safe, attractive and healthy community	Quality services provided by the county that meet community needs



Example Maps



The Family
Connection

Strategic Map 2016-2018

Mission:
Support strong parenting to ensure all children thrive

Focus Area "Big Rock"	High Level Strategies
Community Collaboration and Impact	<ul style="list-style-type: none"> • Build and maintain website resource and information clearinghouse • Participate in collaborative efforts with Southern Oregon Early Learning Services HUB, Head Start, CCOs, Home Visitation Network, and Trauma Informed Care Learning Community • Promote high-quality, universally accessible parenting education as a valued community norm
Grow Parenting Education Opportunities	<ul style="list-style-type: none"> • Coordinate and provide parenting education classes and support online parenting education opportunities • Promote best practices in parenting education • Create training opportunities and a professional network of parent educators
Positive Parent Empowerment	<ul style="list-style-type: none"> • Foster peer-to-peer connections between parents • Provide skills and spaces for parents to joyfully connect with their children • Engage parent consumers in program design and evaluation
Parenting HUB Infrastructure	<ul style="list-style-type: none"> • Build and support Advisory Board and stakeholder participation • Continue to develop HUB policies and procedures • Engage diverse populations and multi-sector interests • Recruit & retain high quality staff for HUB operations

Family Connection Guiding Philosophies

We believe: healthy families build healthy societies, in meeting parents where they are, in the value of building relationships and connections with parents, in parent-centered learning, recognizing differences in family cultures, that parents are the best and longest teachers of children, in the positive parent child bond, in value of building healthy, stable and attached families.

Example Maps

High Level Strategies Map



Mission

Serve every abused and neglected child who is a dependent ward of the Court in Linn County. Provide professional training, support and supervision to volunteer advocates. Engage the community in reducing child abuse through education and awareness strategies.

Focus Area "Big Rocks" High Level Strategies

Community Outreach	<ul style="list-style-type: none"> Develop Speakers List and CASA Ambassadors Develop and expand use of social media and online tools Increase outreach to faith based communities
Volunteers and Programs	<ul style="list-style-type: none"> Increase recruitment efforts to recruit and retain CASA volunteers Community Partner Training
Financial Stability	<ul style="list-style-type: none"> Continue Major Events Develop low cost "friendraising" events for less than \$30 per ticket Identify and develop relationships with new donor groups
Organization Development	<ul style="list-style-type: none"> Succession and Transition Planning for key leadership Implement joint board and staff trainings and events Build administrative functions/infrastructure
Endowment and Donor Development	<ul style="list-style-type: none"> Develop print materials for financial advisors Develop donor and investment policies

Our Guiding Philosophies

we believe in:

** fairness for kids in the legal process * supporting the forgotten children by giving them a voice * being a voice for the needs of foster kids * providing children the support they need to survive * providing a positive change for children otherwise lost in the system * empowering children with voice * advocating for children's well being and safety * integrity in how we provide services * in value of volunteer advocacy for childrens' safety and nurturing permanency * that every child has value * supporting all children in the system * providing a safe permanent home for every child placed in a temporary home or foster care*

Current “Big Rocks”



Maximize Program
Impact



Advance Organization
Effectiveness



Ensure Financial
Well-Being



Deepen Community
Engagement

Powerful Question to Dialogue

- What positive impact or change happens in the state because we exist?
- What are the top three services that we provide in the state?
- What makes us unique and of value in the state?

Purpose of Today's Meeting

1. Engage board members and staff in organization strategic planning and visioning
2. Learn and continue to build relationships
3. Begin process of OPSC Strategic Plan Reboot

Notes: Impact

- Facilitate discussions
- Connected with patients and providers to be heard
- New portal for stakeholders
- Patients have a place to go
- Hub for information collection
- EDR program: even one conversation is impact
- Influencing culture to create opportunities
- Providing outside feedback to support work

Notes: Top 3 Services

- EDR patient resources and support that doesn't exist anywhere else
- 2 programs and being able to share a safe table kind of environment

Notes: What makes us unique

- Being transparent with our tools and sharing potential solutions and tools to community
- Statewide vs. a single system, information is not trapped in one system
- History of past engagement prior to COVID, not punitive conversations
- Unbiased, can collect and share to all
- EDR can be used by patients
- Opportunity to bring information together for both programs
- New eyes on an adverse event

High-Level Visioning, Values, and Principles

Guiding Philosophies/Values

Guiding philosophies are the roots that our effort for change is built upon.



Guiding Philosophies/ Values Activity

- Also termed values, or “we believe....”
- Write a guiding philosophy/value that you think OPSC holds in their work; these could be new or old values



We Believe....

- ✓ That building awareness of patient safety and adverse events is a solvable problem
- ✓ Transparent and accessible reporting
- ✓ Transparency
- ✓ Accountability
- ✓ Being good stewards
- ✓ Collaboration & convening
- ✓ Always learning
- ✓ Community
- ✓ Providing a table for facilities and providers doing good work and learning from each other
- ✓ Creating a safe space
- ✓ Trauma informed care
- ✓ Openness
- ✓ Listening to what Oregonians have to share
- ✓ Learning, sharing & conversation
- ✓ Human rights

Visioning Activity

LEAVE: Write one thing you would like to
LEAVE in the past on an index card

BRING: Write one thing you would like to
BRING/KEEP from the past on an index card

GROW/CHANGE: Write one new thing
you would like to see, grow, or change

LEAVE

Bias

Old ways

Fear

Changing leadership

Chaotic Leadership

Conflicting schedules

Silos

Counting every adverse event or that we need to for patient safety

Roadblocks for patients

Adverse event accounting

Concept of voluntary reporting

Irrelevancy

How we share learning from programs

BRING/KEEP

Non punitive reporting

Focus on improving

Innovation

Passion from staff

Patient safety energy from the early 2000s

Program purpose

Core engaged organizations

Transparency of patient safety data for Oregon

Passion, drive, focus on excellence

Compassion

Broad statewide reach

Passionate staff

Yearly organization learning from events

NW Patient safety conference

Alignment with Medicaid

Quality rules/strategy

Idea that reporting always has value

Our mission

GROW

Coordination

Collaboration

Engagement with new groups like AARP

participating reporting PSRP

Engage all types of healthcare professionals in training stages of their career

Communication outreach to public and organizations

More convening

Providers and patients working together consistently

Understanding of how inequity degrades safety

Innovation

Participation

Awareness of our programs

Powerful Question to Dialogue

- Given your past strategic plan and Executive Director report, what are 3-5 big rocks for OPSC?

Purpose of Today's Meeting

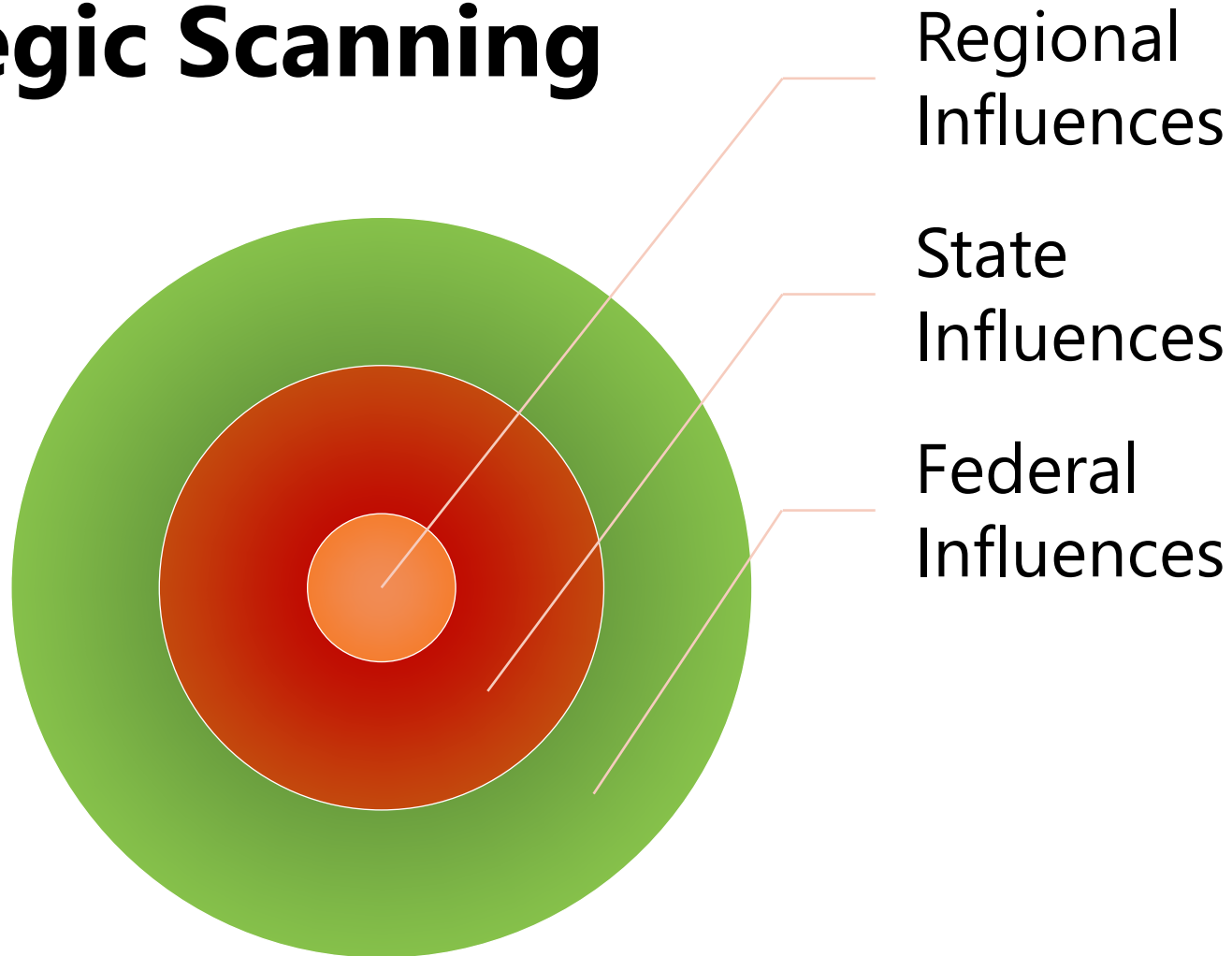
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Goal Areas/Big Rocks Notes

- Equity-integration into everything
- Information sharing-modernizing it
- Collaboration for change and use, partnering
- Awareness of OPSC
- Program Utilization
- Financial stability
- Organization stability
- Community engagement, engagement at all levels
- Data sharing and transparency, learning, interoperability across systems
- Modernizing communications and information sharing
- Agile and flexible systems/adapting to changing health care system

Strategic Scanning

Strategic Scanning



PESTLE Factors:
Political,
Economic,
Social,
Technological,
Legal,
Environmental

Scan for **Opportunities**, **Strengths**, and **Challenges** in each sphere



Strengths

- Committed governor and legislature
- Semi independent
- Statutory authority anchor
- Third party not tied to a specific system
- People are pro patient safety
- Funding sources
- Statewide system
- Community partners ready for equity and partnership
- Committed governor and legislators in State



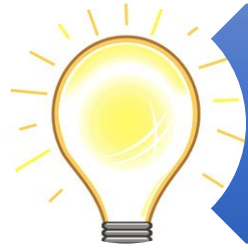
Challenges

- Funding
- Federal level government chaos that is distracting and difficult to manage
- Culture change is difficult but required for patient safety process
- Healthcare system is stressed at every level
- Lack of awareness of OPSC
- Competing programs like PSOs (patient safety organizations)
- Funding is contingent on legislative support and process
- Workforce burnout
- Financial resource limitations, specifically in the health care community



Challenges (continued)

- Workforce capacity (lack thereof)
- Connecting and communicating with many diverse groups
- Technology access in rural and elderly populations
- Degradation of expertise and decreasing respect for institutions
- A lot of distrust for institutions and healthcare
- Diverse stakeholders
- Chaos at federal level
- Hospitals in Oregon are struggling financially
- Hospital and pharmacy mergers, turnover of staff and leadership



Opportunities

- National Patient Safety commission
- Letting people know about us
- Post pandemic-lots are asking for patient safety basics
- OPSC seeking PSO status
- Better understanding about EDR cultural readiness
- Agile environment

Round Robin: One-Word Exercise

Powerful Question to Dialogue: Board Only

- From your position as a board member, please discuss thoughts on next steps of the strategic planning reboot process.

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